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VIETNAM AS A POTENTIAL MARKET FOR STARTING A
BUSINESS – CASE STUDY: IMPORTING FINNISH BERRY
POWDERS

Thesis
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Title Vietnam As a Potential Market for Starting a Business – Case Study: Importing Finnish Berry Powders	
Abstract <p>The aim of the thesis is discovering the potential of the Vietnamese market for the case company, AmyBerries Home, in importing Finnish berry powders from the company BERRYFECT in Finland. The research shows a general view of the business market in Vietnam as well as the country's business culture and business practices. Furthermore, the thesis provides a better understanding of the current situation in the berry powder market particularly.</p> <p>This study was conducted using both qualitative and quantitative research methods. Data was collected from secondary data findings. The secondary data was extracted from scholarly sources and reliable bases that had studied the market previously, along with up-to-date newspaper articles and journals. The primary data was gathered through an online questionnaire posted on Facebook, and the study was also supported with an online interview with the berry powder supplier, BERRYFECT.</p> <p>The research gives a clearer picture of the market situation in the developing country of Vietnam, which still has noticeable developments to make in order to become a potential market for AmyBerries Home or any other company to enter. This thesis also includes a marketing mix for a realistic business when entering the Vietnamese market.</p>	
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1 INTRODUCTION

1.1 Background

AmyBerries Home, which is a small-sized company, is both a retailer and distributor located in Ho Chi Minh City, Vietnam. Ho Chi Minh City is not only the biggest and main industrial city but also the heart of all economic activities in Vietnam. Also, Vietnam's long coastline, direct access to the South China Sea and proximity to the world's main shipping routes give the country perfect conditions for trading.

AmyBerries Home directly imports BERRYFECTION berry powders (Wild Bilberry-Blackcurrant Powder 100g, Wild Cranberry-Lingonberry Powder 100g, and Sea Buckthorn Powder 70g) by air from Finland to Vietnam. The main reason for choosing this kind of product is that the company recognizes the potential of superfood in the Vietnamese market. With the rapid growth in the number of people who really care about healthy dietary and fitness, and the current trend of health promotion, superfood is definitely a good and unique business idea to start with.

BERRYFECTION is a trademark under Nordic Vitality Oy, located in Lappeenranta, Finland. As a small company founded in 2012, BERRYFECTION is an ideal company for AmyBerries Home to work with. BERRYFECTION buys Finnish strawberries, raspberries, black currants, forest berries and forest mushrooms from pickers at a good price. The company also buys garden berries for fresh market sales and industry raw materials. With a large quantity of berry pickers in Finland, BERRYFECTION can promise to provide AmyBerries Home with a quantity of over 1,000 packs a week as needed. The company also handles milling the powder from berries and packing it at an affordable price.

1.2 Aims of the thesis

The purposes of this thesis are to give a more specific and practical understanding about what the potential aspects of the business idea are, what the situation of the market is, how to turn this business into reality, and what the profit would look like approximately. To answer these questions, the project addressed the following matters:

- The study of the market based on political, economic, socio-cultural, and technological factors.
- The particular analysis of the berry powder market as well as a SWOT analysis of AmyBerries Home's business in Vietnam.
- A business plan about the products, prices, places and promotions in order to establish and operate a small-sized company offering berry powder products imported from Finland.

1.3 Outline of the report

The thesis contains four major parts:

- The first part analyzes the business environment and general issues in Vietnam using the PEST analysis tool.
- The second part analyzes the berry powder industry in Vietnam, including the competitive situation as well as AmyBerries Home's current position assessment in the market.
- The third part is to set a clear marketing mix (4P) along with realistic marketing goals.
- The last part discusses the research methods utilized, what kind of survey was made and the results that the survey gathered.

1.4 Methodology

The implementation of the research is conducted by using primary and secondary data. The primary data was obtained from quantitative research by making an interview with the company BERRYFECT via email, and doing customer research by creating an online customer survey. Meanwhile, most of the information is gathered from secondary sources as governmental/organizational reports, reliable bases that had studied the market previously, statistical databases, and individual bloggers/researchers' articles.

The aim of primary research is to further understand customer behavior and the supplier BERRYFECT. The customer research helps to identify the characteristics of the decision makers and their behavior in the sales funnel. Public information such as business size, product category, etc. is collected to create customer grouping. The answers are analyzed and interpreted to form an ideal customer profile and point out a marketing mix with which to approach these customers. Similarly, the supplier BERRYFECT's inside information is derived from an email questionnaire, which cannot be found on the main website, helps AmyBerries Home have a detailed look at the supplier. The objective of the secondary research is to analyze the competitive situation in the berry industry as well as the business environment of the target market. The business environment consists of an understanding of the market and the current trends in the Vietnamese context showing how these trends influence the players in the market, including AmyBerries Home.

2 BUSINESS ENVIRONMENT IN VIETNAM (PEST ANALYSIS)

PEST (Political, Economic, Socio-cultural, Technological) is a common tool to help identify external factors that are likely to be an opportunity or challenge for a business. To go into details, the Vietnamese market will be discussed in the PEST factors.

2.1 Political factors

Vietnam is a socialist nation governed by a single political party: The Communist Party of Vietnam (CPV), which does lessen internal conflicts between parties, is seen to have the upper hand of political matters. The Communist Party keeps the political environment relatively stable making Vietnam one of the most politically stable nations in Southeast Asia. Nonetheless, the downside of a one-party state is restricting speech freedom affecting internet usage, information delivery, communication and the media. Press freedom is at a low stage of 175th among 180 nations (RSF Reporters Without Borders 2020). Bureaucracy and corruption still remain at a high level despite the government making efforts to apply solutions for this. In 2019, Vietnam ranked 96th out of 180 countries in transparency (Transparency International 2020); however, compared to the previous years from 2010 to 2018, Vietnam reached an all-time high of 37 points out of 100 on the 2019 Corruption Perceptions Index reported by Transparency International (Trading Economics 2020). This shows that Vietnam's efforts to reduce corruption have initially been fruitful.

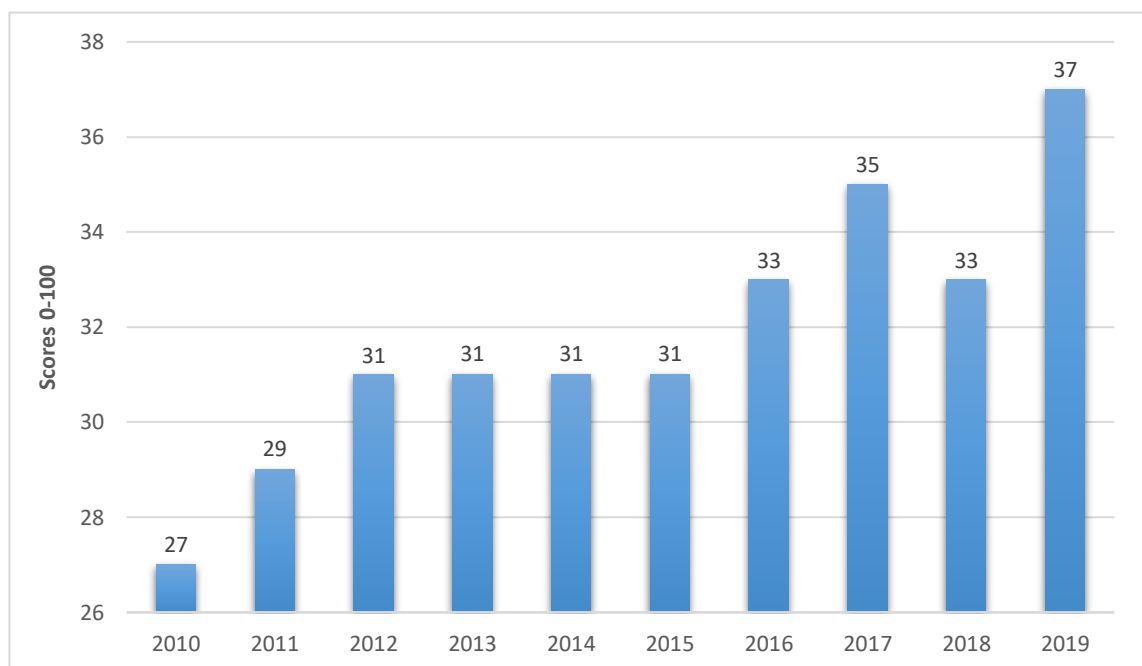


Figure 1. Vietnam Corruption Index from 2010 to 2019 (Source: Trading Economics 2020).

2.2 Economic factors

“Vietnam's economy is both a developing planned economy and marketing economy.” (International Business Vietnam n.d). Regarding incomes, although Vietnam is considered to be in the lower-middle income group, the country's GDP increased during the period 2010 to 2019 and reached a peak of 255 billion US dollars in 2019 (Trading Economics 2020).

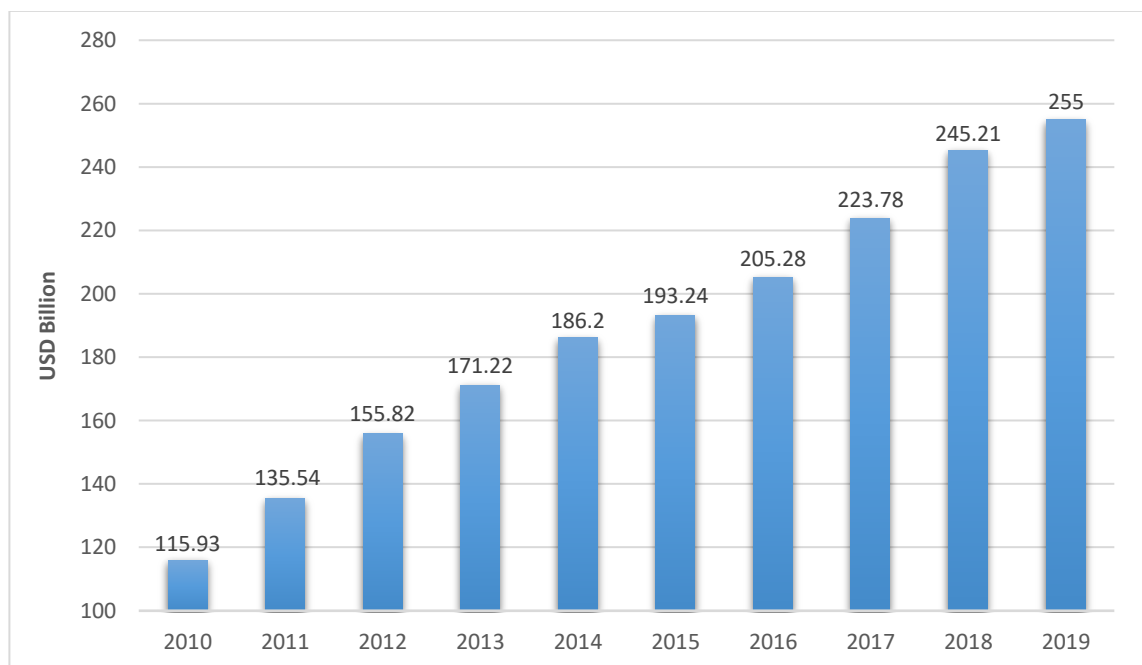


Figure 2. Vietnam GDP from 2010 to 2019 (Source: Trading Economics 2020).

Similarly, GDP per capita in Vietnam also rose significantly between 2010 and 2018, peaking at 1964.50 USD in 2018. Vietnam's GDP annual growth rate reached 3.82 percent year-on-year in the first quarter of 2020, following a downwardly revised 6.79 percent growth in the previous period. This was the slowest GDP growth rate since the second quarter of 2019. It acquired such a low GDP growth rate because of the coronavirus pandemic and weaker global demand. However, looking back at the years before the pandemic year, Vietnam's GDP growth rate was circling around 6 to 7 percent, making it become one of the most dynamic emerging economies in the East Asia region and one of the fastest growing economies in the world. As a result, it is safe to say that Vietnam is a potential market for any business. Moreover, Vietnam has been

seen as an attractive foreign investment in Southeast Asia, as the Foreign Direct Investment FDI rate in Vietnam reached an all-time high of USD 20.3 billion in December of 2019. (Trading Economics 2020.)

The annual inflation rate in Vietnam declined to 2.93 percent in April of 2020 from 4.87 percent the previous month. This was the lowest inflation rate since October of 2019 due to demand-side shocks caused by implementation of urgent measures to prevent and control the COVID-19 outbreak. Apart from Vietnam's inflation rate in the period between November of 2019 and March of 2020, which was suddenly high and reached the highest percentage of 6.43 percent in January of 2020, the country's inflation rate remained stable at around 2 percent between 2017 and October of 2019. In addition, it is forecasted that the inflation rate will continue to remain at this level after April 2020. (Trading Economics 2020.) Under normal circumstances, it can be assumed that a moderate inflation rate of around 2 percent is good for Vietnam's economy as well as for businesses. First, moderate rates of inflation are a sign of a healthy economy that enables economic growth. Second, moderate inflation allows relative wages to adjust. With moderate inflation, firms can freeze pay rises for less productive workers. Third, moderate rates of inflation allow prices to adjust and goods to attain their real price. Last but not least, a moderate inflation rate reduces the real value of debt. (Pettinger 2018.)

The exchange rate of EUR to VND and Vietnam's interest rate last measured was 25,257 VND for the period from 04/30/2020 to 05/06/2020 (The State Bank of Vietnam 2020) and 5 percent in March of 2020, respectively (Trading Economics 2020). The retail revenue amounted to approximately 142 billion US dollars in 2018 and was forecasted to climb to about 180 billion US dollars for 2020 (Doan 2020).

2.3 Socio-cultural factors

Vietnam is experiencing rapid demographic and social change. After years of growth, Vietnam's estimated population in April 2020 was roughly 97.2 million,

based on the Worldometer elaboration of the latest United Nations data. This puts it at number 15 in the list of countries (and dependencies) by population. (Worldometer 2020.) Vietnam has a young population, and the majority of Vietnam's population is of working age, which are the groups of 15-24 year-olds and 25-54 year-olds. These held proportions of around 15.22 percent and 45.7 percent respectively in 2020 (Central Intelligence Agency 2020). A country with mainly young and middle-aged people has the potential to facilitate business development in general and retail operation in particular because young and middle-age people have more consuming power. Together with economic development, the incomes of working people have risen substantially as well. Furthermore, the country's unemployment rate is reported to be around 2 percent and has had a downward trend in many recent years as shown in Figure 3. The rate is quite low (Trading Economics 2020). Poverty rates in Vietnam declined sharply from over 70 percent to below 6 percent (US\$3.2/day PPP) between 2002 and 2018. The vast majority of Vietnam's remaining poor, 86 percent of them, were ethnic minorities. (The World Bank 2020.) In this day and age, especially middle class people are increasingly aware of expenditure, as well as of a luxury retail environment that is modern and comfortable. It is also shown that Vietnam's middle class and rich segment have grown. There used to be a gap between rural and urban areas in consumer expenditure. However, the gap is slowly closing as rural areas are developing quickly. In terms of spending patterns, urban households spend more on discretionary items.



Figure 3. Vietnam's Unemployment Rate from 2017 to 2020.

The literacy rate is high in Vietnam (Central Intelligence Agency 2020). Learning is emphasized in science, technology, market reforms, economy, and business. Over the last 30 years, the provision of basic services has significantly improved. Vietnam is today a significantly more educated and healthy society than 20 years ago, and these qualities are equitably distributed. Health outcomes have improved in tandem with rising living standards. "Vietnam's universal health coverage index is at 73 – higher than regional and global averages – with 87 percent of the population covered" (The World Bank 2020).

The lifestyle of Vietnamese people can be described as relaxed, informal and close to each other. This is one of the things that AmyBerries Home can take advantage of. However, there exists a social issue that can heavily affect businesses, since it is one of the most important principles of the peer-to-peer economy – trust. In recent years, the media has been continuously exposing crimes, rapes, frauds and robbery, all of which have also happened in the past but recently has gained much more attention. Consequently, as friendly as they may appear, most Vietnamese might not necessarily trust each other. In Vietnam, propriety and courtesy play a major role in personal relationships, which decreases the uncertainty surrounding interpersonal contacts in the business

realm. The Vietnamese have a habit of concentrating on getting to know each other thoroughly before making friends, like background, expertise and character. By becoming acquainted and establishing a personal relationship with someone, people are merely trying to understand others better. AmyBerries Home needs to consider these clearly to create trust with the obvious implications for longer-term relationships by giving customers complete and correct information about the company, product descriptions and the supplier in order to make a first credible impression. People in the South of Vietnam are generally more open and willing to try new products than those in the North. This is the reason why AmyBerries Home chose Ho Chi Minh City – the biggest economic center located in Southern Vietnam – as a “launch market”.

2.4 Technological factors

In 2011, a master plan that aims at turning Vietnam into a developed nation at ICT by 2020 was established. This could help Vietnam enter a new stage of developing an innovation system (MIC Gov VN 2011). Vietnam is putting considerable effort into the modernization and expansion of its telecommunication system, e-commerce is more growing. Ho Chi Minh City became the first smart city in Vietnam with a cloud computing infrastructure, big data, data centers and security-monitoring centers in 2018. The government controls all broadcast media exercising oversight through the Ministry of Information and Communication (MIC), national TV provider, and Vietnam Television (VTV). (Central Intelligence Agency 2020.) “Vietnam barely had any IT companies 15 years ago, but now there are close to 14,000 IT businesses spanning hardware, software, and digital content”. Vietnamese government heavily invested in infrastructure and tech sector to encourage both domestic and international entrepreneurs to start business. (Marvin 2015.) The Internet in Vietnam is widely accessible at reasonable prices. Rural consumers rely a lot on word of mouth to make decisions, whereas urban consumers are generally more educated and look for more varied sources of information, including both printed and electronic sources. International mass media such as Facebook, Instagram, Twitter or Youtube are also extremely common and used widely in Vietnam.

3 ANALYSIS OF THE BERRY POWDER INDUSTRY IN VIETNAM

3.1 Competitive situation in the berry powder industry in Vietnam

Berry powder products are becoming popular today, so there are piles of retailers that sell berry powders imported or ordered from other countries as there are no wholesalers or berry powder factories in Vietnam. Berry powder products seem to be still hard to trust to buy since they are sold from unreliable e-stores, or it takes times to wait for far-away ordering from the main websites. Berries are famous to the Vietnamese for being rich in vitamins and minerals, which are good for skin and health, and are barely grown or found in Vietnam. So, in the short term, there are probably fewer competitors in the field of berry powder products. Even though AmyBerries Home is new and strange to customers, its products are exclusive in the Vietnamese market, which can be adopted by and attractive to customers.

Most of the Vietnamese have a tendency to pay a visit to brick and mortar stores to look for products to get eyes on or to take some product samples to try out. They have been used to products made from healthy fruits, vegetables and ingredients such as cinnamon, apple, porridge, peach, taro, yam purple gap or many kinds of grapes, etc. These are all also favored by the Vietnamese and are easily found in Vietnam. In general, the most notable retail competitors in Vietnam are NHK mart, Organik, and Nam An Market. The Raw Organic Maqui Berry Powder Sunfood product of NHK mart is described on its website as “Organic USDA, Kosher, Gluten-free, and Non-GMO; free of pesticides, herbicides or chemical fertilizers; easy-to-use and in a fine powder form” sold at a price of 668,000 VND ~ 26.55 € per 113g pack (NHK mart n.d). Similarly, Nam An Market also offers Organic Maqui Berry Powder and has more offers with Organic Acai Berry Powder from different brands with distinguishing prices depending on each brand (Nam An Market n.d). Organik is different from the others in that it sells raw

organic products such as organic maqui berries, some organic fruits and vegetables at quite reasonable prices (Organik n.d).

3.2 Strengths and Opportunities

AmyBerries Home is possibly unique, as at the moment there are no wholesalers in the berry powder industry and especially no retailers selling wild bilberry-blackcurrant powder, wild cranberry-lingonberry powder, and sea buckthorn powder like AmyBerries Home. These berry powder products will be available in AmyBerries Home store in Ho Chi Minh City, which means that customers can visit the store to test and see what the products look like in reality before buying, because seeing is believing. Also, customers can ask for information face to face from sellers, so they may have high trust in AmyBerries Home's brand and products. In addition to the physical store, the products will be sold online nationally as well. Moreover, AmyBerries Home's berry powder products come exclusively from Finland, which is well-known for great quality and careful production.

Vietnam is currently a fast-growing developing country, with the percentage of the average income per month increasing significantly. People are paying more attention to better standards of living nowadays. Thus, it is believed that the people can accept and afford to buy berry powder products despite the fact that one berry powder pack is expensive, even to Finnish citizens. One more advantage is that the Vietnamese tend to prefer foreign products to domestic ones, but there is an exception with Chinese products, as they are nowadays often boycotted in Vietnam. Although AmyBerries Home's products come from a new brand as well as being made from berries unfamiliar to the Vietnamese, they can meet customers' and the market's taste on account of its foreign brand.

Bringing a Finnish brand – BERRYFECTION and its berry powder products closer to customers and more widely in the Vietnam market creates familiarity to customers towards Finnish products. AmyBerries Home will help make berry powder products simple and convenient to buy. This is also a good chance to

develop the business, to expand the size of AmyBerries Home company after logging an early win in the Vietnamese market, as well as to bring and popularize a nice Finnish startup in Vietnam.

3.3 Weaknesses and Threats

AmyBerries Home lacks networking and relationships in the superfood industry in Vietnam, especially in the main strategic area – Ho Chi Minh City. This will be a big challenge for the company at the beginning. Creating and keeping relationships play an important role in building and maintaining a business in Vietnam, since Vietnamese people tend to nurture their business relationships as social ones. AmyBerries Home is too young to be trusted by the Vietnamese, because the brand BERRYFECT is strange to people, and there are few Finnish products in Vietnam. This makes AmyBerries Home more difficult to become believable to customers. Also, in Vietnamese culture, the older one is, the more knowledge and experience one has. Therefore, people might suspect AmyBerries Home when they start to hear about the company. If the company does not market skillfully and in moderation, it will easily lead to the company becoming a phishing company, and perhaps the berry powder products will be seen as fake products.

The retail prices of 100g and 70g berry powder packs are still a problem, as customer segmentation will be limited by income level. In spite of increasing income levels, one berry powder pack seems to be costly for most Vietnamese, and the powder form is less favored compared to raw fruits, so the target audience is the upper middle class and the wealthy class. Unlike many western nations, most Vietnamese people do not really care about healthy and organic food that much; they would rather buy cheap products than expensive but high-quality products.

4 MARKETING MIX

4.1 Marketing goals

AmyBerries Home is mainly targeting consumers interested in health improvement and fitness aged 16 and over. BERRYFECT powders are safe to be consumed by young children, but targeting them as a customer market is difficult and not efficient. Together with opening a physical store in Ho Chi Minh City, setting up a company social media presence is also the first priority, because through e-commerce, customers are easy to reach, particularly young adults, the biggest target customers the company is focusing on at the moment. In the future, the company hopes to introduce products to new customer segments: families and the elderly, so people from all ages can consume the products and improve their health day by day. Besides the B2C tactic, AmyBerries Home is also keen to acquire its first business partner. The aim is coffee shops in Vietnam. At the very beginning, the target market is coffee shops in Ho Chi Minh City. Smoothies, and smoothie bowls specifically, are a trend all over the world. Berry powder products offer an easy way to add a nutritious option to the coffee shops' product lines. After initial success in distributing berry powder products to coffee shops, the company plans to continue its B2B strategy with more business partners such as nursing homes and kindergartens, where superfoods are necessary.

Before launching the products, the company has taken into careful consideration setting clear goals. These include bringing satisfaction and benefits to customers, not only after purchasing but also during marketing campaigns by designing a better digital marketing strategy in which marketing is combined with customer service. The company will create an SEO campaign, display advertising and social media advertising along with its customer service strategy to turn visiting customers into paying customers. In the short term, AmyBerries Home needs to manage to deal with 900 packs (300 Wild Bilberry-Blackcurrant Powder packs, 300 Wild Cranberry-Lingonberry Powder packs, and 300 Sea Buckthorn Powder packs) sold in order to analyze the potential market before making further decisions. 900 packs will not be able to cover all the fees, but this is a safe path



for the company because in the early stage, AmyBerries Home has to learn its customer buying habit first. If the sales target is met, AmyBerries Home is aiming to increase its sales from 900 units to 1,500 sold units, and if the sales prediction seems ring true, the company will continue to increase sales by an additional 50 percent, resulting in 2,250 sold units. Furthermore, AmyBerries Home is considering its options on expanding its business across the border to Thailand if the products go well in Vietnam.


4.2 Product analysis

The company decided to choose Wild Bilberry-Blackcurrant Powder, Wild Cranberry-Lingonberry Powder, and Sea Buckthorn Powder as the main products to provide to customers. The reason for importing BERRYFECT berry powders is that "they are overflowing with natural flavonoids, micro-nutrients, vitamins & minerals. No added sugars or additives. Naturally gluten-free, fiber-rich raw food," and "BERRYFECT products are born in the forests and bogs of the pure northern nature. In this extreme climate grows wild berries especially high in nutrients. Bursting with vitamins, minerals and trace elements they are true Arctic superfood, offering a natural way to health and wellbeing" (BERRYFECT n.d.). AmyBerries Home wants to provide new and differential luxury-looking berry powder packages to the market. Moreover, the company will expand its product portfolio in the future if BERRYFECT berry powders make good sales. Table 1 shows the descriptions of the three BERRYFECT berry powder products.

Table 1. Descriptions of the three BERRYFECT berry powder products (Source: BERRYFECT n.d).

Names of the products	Quality per package	Ingredients and effects
Wild Bilberry-Blackcurrant Powder 100g	50% Wild Bilberry (Wild Blueberry) and 50% Blackcurrant.	Bilberries are a good source of vitamin E, potassium and dietary fibre. The most

	<p>100g berry powder = 1000g of fresh berries.</p>	<p>significant health benefit of the bilberry, however, is the anthocyanin compounds it contains. The wild bilberry is up to four times richer in these flavonoids than is the related highbush blueberry, a cultivated plant. Flavonoids are important antioxidants, and promote several health effects.</p>
<p>Wild Cranberry-Lingonberry Powder 100g</p> 	<p>60% Wild Cranberry and 40% Wild Lingonberry.</p> <p>100g berry powder = 1000g of fresh berries.</p>	<p>Lingonberries contain a significant amount of vitamin E, sodium, manganese and is also a good source of fibre. The lingonberry is rich in many different types of polyphenols, the potential health properties of which are being researched intensively. It also contains lignans, proanthocyanidins and resveratrol. The amount of resveratrol in lingonberries is similar to that found in the key ingredient of red wine, dark grapes.</p>
<p>Sea Buckthorn Powder 70g</p>	<p>100% Sea Buckthorn Powder.</p> <p>70g berry powder = 700g of fresh berries.</p>	<p>Sea buckthorn powder contains the whole fruit including the seeds, which are particularly rich in quercetin, a flavonoid linked to lower blood pressure and reduced the risk of heart disease.</p>

		<p>Sea Buckthorn is a good source of potassium, calcium, magnesium, iron, phosphorus, folate, biotin, vitamin A, C, E and Dietary Fibre. Its vitamin C content is 10 times higher than orange and carotene content is 3 times of carrots.</p>
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BERRYFECT berry powders contain high amounts of health beneficial ingredients, which makes them become a perfect choice of food for everyone. It is suggested that you daily mix 2 tsp (6g) with yoghurt and smoothie for a tasty and nutritional drink, use in baking and cooking, or just pour right into your mouth. (BERRYFECT n.d.)

To adapt to Vietnamese culture, every berry powder package will have a description label written in Vietnamese attached. However, as a costly product, the company will try to show the Finnish contact links, nutritionist recommendation certificate, and the paper of origin of materials on our social media along with our digital marketing campaigns.

4.3 Calculation statement

The cost statements are approximately counted based on the proposed third party price list and the current market value of 2020 with the aim of making the price list as realistic as possible. Nine hundred berry powder packages will be separated into 125 berry powder packages per large sized box (45x21, 7x51 cm) for postal service (DHL 2019), so there will be eight boxes in total. To see all the fixed and variable costs, the retail price of each product, and the expected profit margin, Table 2 takes a look at calculations.

Table 2. Relative cost of AmyBerries Home's initial business operation.

900 berry powder packages cost	66.90 € (for berry powder bundle 3 X 3) x 100 (bundle 3 X 3) (Source: BERRYFECT n.d)	6,690 €
Shipping and transportation cost (including VAT and insurance)	995 € (transport service) x 8 (boxes) (Source: DHL 2019)	7,960 €
Monthly digital marketing cost		1,000 €
Paperwork cost		1,000 €
Monthly rent cost (30m ² space)		6,000,000 VND ~ 237.6 € (Source: Alo Nha Dat 2020)
Store setting cost		Estimated 40,000,000 VND ~ 1,583.72 €
Monthly electricity cost		Estimated 2,000,000 VND ~ 79.2 €
6-month prepaid internet package cost	350,000 VND x 6 (Source: Viettel Ho Chi Minh n.d)	2,100,000 VND ~ 83.15 €
Total cost		18,633.67 €
Retail price of 100g packages	23 € (per package) ~ 581,000 VND (per package)	13,570 € (590 packages as 10 packages will be used as testers)
Retail price of 70g packages	20 € (per package) ~ 505,000 VND (per package)	5,900 € (295 packages as 5 packages will be used as testers)
Expected turnover		19,470 €

Expected profit margin		836.33 €
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Onetime startup expenses are significantly high due to the costs of decorating the store, impressive lights, high marketing concentration and initial paperwork cost. The most noticeable monthly expenses are electricity cost and space renting. The store always needs the air conditioner on to keep the products, lights and computer turned, as the weather in Ho Chi Minh City is very typically steaming hot. One can expect it to be either hot and dry or hot and wet, and lights make the store fancier and attractive to people. While electricity costs significantly, the space renting is cost-effective, as the company does not need a large space for exposing products. After calculating all the costs and the retail prices of the products, the expected profit margin is 836.33 €. This is quite good. This probably means there is potential for development. Besides, compared to Raw Organic Maqui Berry Powder product of NHK mart that is 26.55 € per 113g package, and the prices of other berry powder products of Nam An Market, AmyBerries Home's berry powder products seem to be cheaper and especially are packed in nicer-looking packages.

4.4 Distribution channels and goods transporting procedures

4.4.1 Distribution channels

In Vietnam, AmyBerries Home will face a highly competitive environment with traditional healthy foods, promotional healthy products, existing powder products, etc. However, with the recognition of high-quality products from Finland and the Vietnamese preference for foreign products, AmyBerries Home still has a chance of survival in the early stages. In addition to the retail market, where the target is final consumers from the upper-middle to wealthy classes, AmyBerries Home initially aims at well-known coffee shops in Ho Chi Minh City to distribute. The remarkable coffee shops the company would like to co-operate with are Phuc Long Coffee & Tea Cafe and SuperGreen.

Phuc Long is such a successful brand well-known for its creative ideas for the coffee and tea industry. This brand aims at creating a comfortable and welcoming modern environment where customers can enjoy the highest quality freshly brewed and ready-to-serve drinks. After the first Phuc Long Coffee & Tea shop opened in Ho Chi Minh City became famous, they have been continuing to develop and expand the chain stores up to more than 60 additional shops from the South to the North. (Phuc Long n.d.) Phuc Long offers a plenty of drinks, so is possible for the company to add a new berry powder smoothie drink to its menu. Additionally, Phuc Long is an experienced and famous brand in Vietnam, so this is a good opportunity for AmyBerries Home to jump at.

Coffee & Tea

MENU EXPRESS

COLD BLENDED BEVERAGE
HOT UNIQUE LOOSE TEA
CLASSICAL COFFEE

VIETNAMESE
TRADITIONAL CHOICE
SPECIAL TEA
DRINKS

1800 6779
FREE DELIVERY

from 5 items or more
within 3 km

CLASSICAL COFFEE

	HOT	ICE regular size	ICE big size
Cappuccino	35,000	35,000	46,000
Phuc Long Cappuccino with Condensed milk	35,000		
Café Latte	35,000	40,000	50,000
Chocolate	35,000	40,000	50,000
Vanilla Latte	40,000	45,000	55,000
Choco Coffee	40,000	45,000	55,000
Caramel Coffee	40,000	45,000	55,000
Espresso (single shot)	30,000		

VIETNAMESE TRADITIONAL CHOICE

	HOT	ICE regular size	ICE big size
Black Coffee	30,000	30,000	38,000
Rich Milk Coffee	33,000	35,000	45,000

EXTRA+

Espresso (single shot)	25,000
Whipped Cream	15,000
Fresh Milk (80ml)	10,000
Peach (3 pieces)	15,000
Lychee (4 pieces)	15,000
Longan (4 pieces)	15,000
Coffee/ Rose Jelly	15,000

COLD BLENDED BEVERAGE

Peach Tea	65,000
Caramel	55,000
Sweet Chocolate	55,000
Fresh Mint Coffee	55,000
Hazelnut Cappuccino	55,000
Choco Lower	55,000
Rich Caramel	55,000
Cappuccino Blast	55,000
Oreo Cappuccino Blast	55,000
Choco-Almond Crunch	55,000
Green Tea Ice Blended	55,000
Green Tea with Almond	65,000
Coffee Green Tea with Almond	65,000
Espresso Green Tea with Jelly	65,000
Coffee Tropical Smoothie	65,000

CREAMY

Creamy Hazelnut - Lotus Tea	50,000
Creamy Hazelnut - Black Tea	50,000
Creamy Rose Tea	65,000

FRESH SQUEEZED FRUIT JUICE

Pineapple	40,000
Orange	40,000
Strawberry	55,000
Apple	40,000
Guava	40,000
Tropical Fruit	50,000
Forest Fruit	50,000
Pomelo	40,000

SPECIAL TEA

	HOT	ICE regular size	ICE big size
Lemon Black Tea	30,000	40,000	45,000
Peach Milk Tea		40,000	45,000
Black Milk Tea	35,000	40,000	50,000
Phuc Long Tea Latte	35,000	45,000	50,000
Peach Black Tea	40,000	50,000	55,000
Lychee Tea (Lotus/ Jasmine)		45,000	55,000
Lychee Black Tea		45,000	55,000
Longan Tea (Lotus/ Jasmine)		45,000	55,000
Lucky Tea		45,000	55,000
Rose Tea		45,000	55,000
Strawberry - Oolong Tea		45,000	55,000
Oolong Milk Tea	35,000	45,000	50,000
Green Tea Latte	35,000	45,000	55,000
Phuc Long Cocktail Tea	50,000		
Signature Coffee & Tea	50,000		

HOT UNIQUE LOOSE TEA

Oolong Tea	30,000	35,000
Ti Kuan Yin Tea	35,000	40,000
Dragon Pearls Tea	35,000	40,000
Green Tea Leaf	25,000	30,000
Jasmine Tea	25,000	30,000
Lotus Tea	25,000	30,000

RELAXING FRUIT SMOOTHIE

Everyday Healthy	40,000
Happy Summer	45,000
Red Sunset	55,000
Lemon	45,000
Love Autumn	50,000
Vitamin C	55,000
Tropical Fruit Mix	55,000

www.phuclong.com.vn

Phuc Long Coffee & Tea

Image 1. Phuc Long Coffee & Tea's drink menu (Source: Phuc Long 2020).

"Faced with the daily struggle to find healthy options, SuperGreen developed a whole Farm to Plate concept. Their food and drink come from eco-friendly packaging to a no-additive policy. No sugar - No condensed milk - Taste of nature - Healthy diet." (Google n.d.) SuperGreen is highly aware of healthy options as well as an environmentally friendly lifestyle. Thus, berry powder is such a suitable choice for the company to serve its customers.



Images 2 & 3. SuperGreen's space and drinks (Source: JAMJA n.d).

4.4.2 Shipping and forwarding procedures

AmyBerries Home will choose the air route as the main transportation path for the company because of the speed and efficiency of the method. DHL will serve as an intermediary in this chain on account of the trustworthiness of the brand as well as its insurance policy and customer protection policy. In terms of customs procedures, DHL will take care of the process and provide insurance according to value of shipment.

The approximate price of 900 berry powder units, which is 81kg, is around 7,960 € in total – VAT included if applicable. The Incoterms 2020 rules applied for a more convenient way of delivery is DPU (Delivered at Place Unloaded), which means goods will be delivered to any places in the imported country according to agreements (Thamico TMC 2020). DHL will take responsibility for costs and risk during delivery. Delivery time is promised to be 3-5 days from the day products are taken. In early 2018, the EU-Vietnam free agreement set a leverage for trade promotion between Vietnam and Europe in general as well as Finland in particular. As a result, almost all tariffs between the EU and Vietnam have been removed. This creates an environment for bilateral expansion and co-operation. (Ministry for Foreign Affairs 2017.)

4.5 Promotions

BERRYFECTION berry powders, in themselves, are exotic and unique nutrition products, but in order to increase their allure, it is important to highlight and emphasize their benefits to human health. A crucial mention in promoting and advertising the berry powders is the detail that the powders are 100 percent made out of Finnish berries, which include major amounts of flavonoids. Flavonoids are antioxidants that prevent human from cell and DNA damage caused by harmful molecules known as free radicals, e.g. air pollution, UV - rays and cigarette smoke (Raman 2018). Berry powders also include potassium, vitamin E and C, as well as essential fatty acids, and they are high in fiber (BERRYFECTION n.d).

While people do not all look and think the same, the way they buy things, and the touchpoints they interact with have many similarities. To understand customer behavior and to know what they want, it is essential for AmyBerries Home to join marketing and customer service forces in order to deeply and truly understand and get the people being sold to. To identify them, mapping the journey a customer takes is worthwhile. Once AmyBerries Home knows the steps customers take to get to the brand, the company can plan how to impress them at every stage by adding good customer service. Because there are so many potential interaction points, figuring out the journey may seem overwhelming at first. Hence, to make it easier, the company will always try to put itself in the customers' shoes.

Word-of-mouth marketing has been always the most useful form of marketing, as it truly creates reliability and credibility. If someone is introduced to a product bought and used by his/her friends, family, coworkers, or even by some reviewers who are happy about what the brand offers them, he/she will be more likely to try that product straight away. It is natural that people are always willing to spread the things they are satisfied with, and they also want their close ones to commit to a brand that they trust. Therefore, the company will ask for product reviews and company introductions from some prestigious Youtubers to spread its presence. Customers are different from each other. They all have different educational backgrounds, experiences and interests, and they come from a

variety of fields, so AmyBerries Home had better speak their language and create a customized experience for beloved customers. Offering berry powder samples at small tasting events in schools and markets is a great way to bring awareness to customers and to gain trust in the products. The samples could be in the form of a smoothie to showcase how tasty and easy it is to use BERRYFECT berry powders. When adequate product awareness has been gathered, AmyBerries Home will be aiming at positive social media mentions on discussion boards or chats. Social media plays a massive role in current marketing. Display advertising and silent advertising on social media platforms, as previously mentioned, are highly effective. The company will create high-quality and compelling content for its social media presence to be able to be on top of Google SEO, so people can easily see AmyBerries Home when searching for relevant topics on Google. The platform's guidelines for advertising must be carefully inspected, and the advertising must be done in a way that does not affect the company or the products in a negative way, e.g. resulting in a lack of trustworthiness.

In the first month of AmyBerries Home grand opening, every customer who buys the berry powder products will be given a healthy smoothie recipe book. To customers that buy one berry powder package, the company will give them two berry powder samples. If customers buy a combo of three berry powder packages that are Wild Bilberry-Blackcurrant Powder 100g, Wild Cranberry-Lingonberry Powder 100g, and Sea Buckthorn Powder 70g, AmyBerries Home will give them 10 percent discount off the bill.

5 RESULTS

5.1 Design of the questionnaire for the online customer survey

The survey was conducted both in Vietnamese and in English using Google Forms, a free and professional survey administration app where users can create their own surveys. The survey was open on Facebook from 1.5.2020 to 18.5.2020. Background information such as age, gender and monthly salary were

used as questions in this survey as well. The rest of the survey was related to berry powder products. The survey was quite short with only multiple-choice questions. The questions in the questionnaire were designed to be as unambiguous as possible to make them easier for the audience to understand and for the answers to be analyzed. The questionnaire is also found in Appendix 3.

The questions in the survey are the following:

1. Độ tuổi hiện tại của bạn? *“How old are you?”*
2. Giới tính? *“Your gender?”*
3. Mức lương trung bình mỗi tháng của bạn (đã trừ thuế)? *“Your average after-tax income per month?”*
4. Bạn đã bao giờ sử dụng siêu thực phẩm bột berry chưa? *“Have you used berry powder products?”*
5. Bạn thường mua bột berry ở đâu? *“Where do you often buy berry powder products?”*
6. Bạn đã từng nghe nhắc đến các loại quả berry đặc trưng của Phần Lan? *“Have you ever heard about berries from Finland?”*
7. Bạn sẽ mua bột berry giàu dinh dưỡng và tốt cho sức khỏe chứ, mặc dù giá sản phẩm sẽ khá mắc (khoảng 581,000 VND cho gói 100g)? *“Will you buy berry powders, which are full of unique nutrition and high quality, but expensive (around 23 € per 100g pack)?”*

5.2 Results of the online customer survey

There were 50 respondents in total. Thirty-six of the respondents were able to earn over 8 million VND (approximately over 308€) monthly; almost half of the

sample was from 30 to 50 years old, and 40 percent were under 30 years of age. The online participants were predominantly female. Seventeen out of 50 respondents had heard about berry powder before, but only 5 out of 17 were using berry powder products, and they often ordered the products from other countries via the main websites. There were only 4 people that had heard about berries from Finland before, a number similar to an earlier study about the Vietnamese market. These results are not surprising, as similar conclusions can be drawn by any Vietnamese people who has been living in Vietnam for such a long time has been aware of the Vietnamese's shopping behavior.

The survey's results showed that 90 percent of the people with a salary of over 8 million VND were interested in buying berry powders in the future. Surprisingly, 6 under 30-year-old male participants whose after-tax income of under 8 million VND were still willing to buy berry powder products at that high price. This can be due to the fact that their salaries were quite low, but as single people, they can afford to buy expensive products. In Vietnamese culture, a married man is mostly responsible for earning money so as to take good care of his family. As expected, 5 respondents who earned under 8 million VND per month and were over 30 years of age indicated they would not buy berry powder products, and 3 respondents with the same background chose "maybe". Based on the survey's results, the target customer can be categorized into two groups: high-income customers and low-income under 30-year-old customers.

5.3 Validity and Reliability

The questions in the survey aimed at collecting demographic information, personal opinions, and attitudes from respondents. The conducted questionnaire was used to validate the previously generated hypothesis, and the gathered results are similar to the previous prediction about the customer segment. Even though the questions in the survey did not really cover the full range of the problem being measured, they still showed the main and important points to figure out who can afford to buy costly products like berry powder products. The questionnaire accurately measured what it aimed to, regardless

of who responded.

The survey was posted on some popular Facebook groups, which are both about superfood topics and other fields. These groups have participants at every age that are allowed to use Facebook. Thus, this may probably ensure that the results are true in the larger population of possible customers. Also, this questionnaire seems to be reliable, and the stability of the survey is apparent due to the same answers showing up repeatedly. On the other hand, since the survey was carried out in Ho Chi Minh City – the biggest and the most dynamic city in Vietnam, respondents for this survey may have slightly different behaviors and mentalities. The results of the survey may be subject to change in the future, especially those concerning the level of awareness of the respondents on the sharing economy. The company did not retest the survey after the two-week opening, and the time and effort required for the survey were quite short, so the sample of 50 answers cannot give accurate information about the buying behavior of millions of people. In addition, the low-income but under 30-year-old group is not completely certain, as there were only 6 male respondents in this group taking the survey. One cannot assure whether female customers in this group would like to buy berry powder products or not. Furthermore, 3 out of 8 respondents with low-incomes and over 30 years old chose “maybe”, so this group can be taken into consideration as possibly potential customers if proper marketing is aimed at this group. Consequently, research about target customers for the berry powder product business must be further studied in the future to make ensure finding more customer groups for this business and confirming results from the previous survey.

6 CONCLUSIONS

This research shows the entire picture of the Vietnamese market, its characteristics in general and the berry powder industry in particular, and analyses the target customer for a Finnish berry powder business. This research also highlights the importance of marketing and the interaction between the

company and its customers as well as customers and customers, which helps to start, operate and develop the SME model in Vietnam and helps to attract audiences both locally and nationally. On account of the particular culture, economy, and weather conditions, the Vietnamese berry market and specifically the berry powder market is smaller than other markets. Hence, AmyBerries Home has grasped a chance to buy a berry powder product wholesale from the company BERRYFECT, which is a reliable Finnish brand famous for its high-quality and natural ingredients as well as high-standard implementing process. The common trend is to choose the market being geographically close to avoid cultural conflict and language barrier as well as providing more security for business. However, AmyBerries Home does not consider geographic distance as a reason to abandon a potential place like Vietnam.

As a developing market with increasing GDP, Vietnam, and especially Ho Chi Minh City, is a promising market for AmyBerries Home to start with because of its increasing population, Vietnam's economic center, accessible business registration process, the population's positive attitudes towards the industry, and ideal geographic location. Furthermore, with a high proportion of the younger generation born in the technological era, Vietnam should be considered a perfect starting destination to turn a business idea into reality. Nevertheless, setting up and running a business in Ho Chi Minh City is still a considerable challenge for AmyBerries Home at first due to the competitive environment with existing competitors as well as new entrants and the lack of network and relationships. The company therefore needs to pay more attention when entering this country and especially more focus on the e-commerce situation in Vietnam.

After carefully studying the market and conducting the customer survey, the customer segment are high-income male and female customers and under 30-year-old male customers with low incomes. The secondary market environment, researches and the respondents' willingness to participate in the survey all support and enhance the research with a clear understanding of the target market and target customer. The survey's results provided needs, attitudes and behaviors of the customer segmentation towards the idea of Finnish berry powder products. The secondary findings might not cover every aspects of the market, yet they supply the necessary knowledge for the researcher and readers to see

whether it is suitable for Finnish berry powder businesses to operate in Vietnam or not. AmyBerries Home needs to work harder to make certain that they get a clear message about what customers do and do not like to meet their needs and expectations. If customers receive good service, both before and after purchasing, they are more likely to return as well as introduce everyone.

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AmyBerries Home's interview with BERRYFECT via email

Here is the questions format, you no need to answer all of those. Those questions is just survey questions, it is not for business purpose.

1. Will business customer have discount price for buying more than 1000 products (powder tymijauhe 100g for example) in Berryfect?

- Yes they will

2. Is Berryfect possible to provide about 1000 products a week if business customer need?

- Yes we can

3. Is the price you mentioned in question 1 already added a fees like taxes?

- No, normally prices for business customers are without taxes, but we inform the current taxes and transport costs

4. Can you describe a little bit your business? When it was founded? How many employee and co-founders? How big is your berry farm? What technologies you using for running the farm?

- Nordic Vitality Ltd, is founded in 2012 but first product was launched 2013. Nordic Vitality Ltd, is currently just holding company for the BERRYFECT brand. We don't have any employees and the company itself doesn't produce any products or have any berry farms. All the products are made by Kaskain Marja Ltd, in Lappeenranta.

5. Do the company have any achievements that it proud of?

- No, not yet.

6. Do you have any far seeing plan in the future with Berryfect?

- We are currently developing new products and finding investors to our new business plan.

7. How many farms Berryfect have and where is it?

- None.

8. If it is possible to provide a statistic about Berryfect business ? If yes then I would like to learn more! (it is optional, you can pass it if it is not suitable for the company).

- We don't release any statistic of BERRYFECT business.

DHL Express Worldwide price list from Finland (Vietnam is in zone 10)

Export rates by zone and product

DHL EXPRESS WORLDWIDE

Weight in kg	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8	Zone 9	Zone 10
Envelopes up to 0.3kg										
0.3	89.40	90.40	93.50	98.70	97.70	118.40	104.90	125.70	130.90	134.00
Documents only up to 2kg										
0.5	108.10	110.10	114.30	120.50	115.30	139.20	123.60	147.50	153.80	157.90
1	123.74	126.78	130.98	138.21	129.85	164.19	144.43	179.81	187.15	194.32
1.5	137.04	144.29	149.73	158.05	144.29	190.74	165.42	213.94	222.48	232.87
2	150.34	161.80	168.48	177.89	158.73	217.29	186.41	248.07	257.81	271.42
Documents from 2.5kg and non-documents from 0.5kg										
0.5	108.10	110.10	114.30	120.50	133.00	170.40	155.90	179.70	190.10	193.30
1	123.74	126.78	130.98	138.21	147.60	194.35	175.74	210.97	222.41	228.73
1.5	137.04	144.29	149.73	158.05	162.30	221.31	197.04	245.57	258.15	267.74
2	150.34	161.80	168.48	177.89	177.00	248.27	218.34	280.17	293.89	306.75
2.5	160.94	175.67	183.34	193.84	187.55	272.69	237.56	312.02	326.88	342.96
3	170.55	186.32	196.12	207.71	197.16	297.21	256.73	343.97	359.92	379.17
3.5	180.16	196.97	208.90	221.58	206.77	321.73	275.90	375.92	392.96	415.38
4	189.77	207.62	221.68	235.45	216.38	346.25	295.07	407.87	426.00	451.59
4.5	199.38	218.27	234.46	249.32	225.99	370.77	314.24	439.82	459.04	487.80
5	208.99	228.92	247.24	263.19	235.60	395.29	333.41	471.77	492.08	524.01
5.5	216.47	237.39	255.76	272.70	244.12	412.33	347.33	490.94	516.60	551.75
6	223.95	245.86	264.28	282.21	252.64	429.37	361.25	510.11	541.12	579.49
6.5	231.43	254.33	272.80	291.72	261.16	446.41	375.17	529.28	565.64	607.23
7	238.91	262.80	281.32	301.23	269.68	463.45	389.09	548.45	590.16	634.97
7.5	246.39	271.27	289.84	310.74	278.20	480.49	403.01	567.62	614.68	662.71
8	253.87	279.74	298.36	320.25	286.72	497.53	416.93	586.79	639.20	690.45
8.5	261.35	288.21	306.88	329.76	295.24	514.57	430.85	605.96	663.72	718.19
9	268.83	296.68	315.40	339.27	303.76	531.61	444.77	625.13	688.24	745.93
9.5	276.31	305.15	323.92	348.78	312.28	548.65	458.69	644.30	712.76	773.67
10	283.79	313.62	332.44	358.29	320.80	565.69	472.61	663.47	737.28	801.41
11	290.55	321.62	340.44	366.29	328.80	583.77	488.41	694.65	775.10	840.27
12	297.31	329.62	348.44	374.29	336.80	601.85	504.21	725.83	812.92	879.13
13	304.07	337.62	356.44	382.29	344.80	619.93	520.01	757.01	850.74	917.99
14	310.83	345.62	364.44	390.29	352.80	638.01	535.81	788.19	888.56	956.85
15	317.59	353.62	372.44	398.29	360.80	656.09	551.61	819.37	926.38	995.71
16	324.35	361.62	380.44	406.29	368.80	674.17	567.41	850.55	964.20	1034.57
17	331.11	369.62	388.44	414.29	376.80	692.25	583.21	881.73	1002.02	1073.43
18	337.87	377.62	396.44	422.29	384.80	710.33	599.01	912.91	1039.84	1112.29

Table continues overleaf

Source: DHL 2019.

The questionnaire used in the survey

(English below)

Mục đích của bảng khảo sát này nhằm thu thập dữ liệu về đối tượng khách hàng tiềm năng tại Việt Nam và giải đáp liệu người Việt Nam có quan tâm đến các sản phẩm bột berry hay không.

Bảng khảo sát là một phần trong luận án tốt nghiệp của tôi về lĩnh vực kinh doanh quốc tế thuộc đại học khoa học ứng dụng Karelia.

Bảng khảo sát sẽ được mở đến thứ hai 18.5.2020.

Trang Nguyễn – trang.nguyen@edu.karelia.fi

1. Độ tuổi hiện tại của bạn?

- ☐ Dưới 30
- ☐ 30 – 50
- ☐ Trên 50

2. Giới tính?

- ☐ Nam
- ☐ Nữ
- ☐ Khác

3. Mức lương trung bình mỗi tháng của bạn (đã trừ thuế)?

- ☐ Dưới 4 triệu
- ☐ Từ 4 triệu đến 8 triệu
- ☐ Trên 8 triệu

4. Bạn đã bao giờ sử dụng siêu thực phẩm bột berry chưa?

- ☐ Chưa từng
- ☐ Đã từng

The questionnaire used in the survey

- ☐ Đang sử dụng
- ☐ Sẽ sử dụng

5. Bạn thường mua bột berry ở đâu?

- ☐ Mua trực tiếp tại các cửa hàng có bán bột berry ở Việt Nam
- ☐ Đặt hàng trên các trang mạng của các cửa hàng ở Việt Nam
- ☐ Đặt mua từ các cửa hàng ở nước ngoài về
- ☐ Khác

6. Bạn đã từng nghe nhắc đến các loại quả berry đặc trưng của Phần Lan chưa?

- ☐ Đã từng
- ☐ Chưa từng
- ☐ Có thể

7. Bạn sẽ mua bột berry giàu dinh dưỡng và tốt cho sức khỏe chứ, mặc dù giá sản phẩm sẽ khá mắc (khoảng 581,000 VND cho gói 100g)?

- ☐ Sẽ mua
- ☐ Sẽ không mua
- ☐ Có thể

Xin chân thành cảm ơn mọi người đã thực hiện bảng khảo sát này!

The aim of this questionnaire is to gather data on potential target audience in Vietnam and whether Vietnamese people are interested in berry powder products or not.

The questionnaire is part of my thesis in International Business for Karelia University of Applied Sciences.

The questionnaire is open until Monday 18.5.2020.

The questionnaire used in the survey

Trang Nguyen – trang.nguyen@edu.karelia.fi

1. How old are you?

- ☐ Under 30
- ☐ 30 – 50
- ☐ Over 50

2. Your gender?

- ☐ Male
- ☐ Female
- ☐ Other

3. Your average after-tax income per month?

- ☐ Under 158 €
- ☐ From 158 € to 317 €
- ☐ Over 317 €

4. Have you used berry powder products?

- ☐ Have never used
- ☐ Used to use
- ☐ Are using
- ☐ Will use

5. Where do you often buy berry powder products?

- ☐ Buy directly at stores selling berry powder products in Vietnam
- ☐ Order from these stores' websites or social media
- ☐ Order from overseas stores
- ☐ Other

The questionnaire used in the survey

6. Have you ever heard about berries from Finland?

- ☐ Yes
- ☐ No
- ☐ Maybe

7. Will you buy berry powders, which are full of unique nutrition and high quality, but expensive (around 23 € per 100g pack)?

- ☐ Yes
- ☐ No
- ☐ Maybe

Thank you so much for your answer!